Reducing wastes during NPI process

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Objectives
“"To understand the reasons that generate changes in the HW designs during a NPI, seeking to identify actions that could be taken for having a more assertive forecast and thus to reduce E&O and Expedites during the process”

Context

Business Model:
Revenue through highly profitable products

Drivers during NPI
TTM → BU
Innovation → GHE
Service → GSCM

Activities
1st Week – Interviews: The role of each stakeholder during the process
2nd Week – Workshop: The relationships among stakeholders

Components of the Workshop

First Section
- Introduction (20 min)
- First Reflection (20 min)
- Second Reflection (30 min)
- Challenging Perceptions (20 min)

Second Section
- Contemplation (30 min)
- Survey (5 min)

Findings from the Workshop

Results from Survey

• GHE, BU, and GSCM do not have complete figures for E&O
• No ownership for the entire demand planning / fulfillment process
• No independent cross functional organization to oversee E&O
• Information could be more PUSH than PULL
• Budgets are only used for macro level control
• Communication gaps

Main findings presented
- GHE, BU, and GSCM do not have complete figures for E&O
- No ownership for the entire demand planning / fulfillment process
- No independent cross functional organization to oversee E&O
- Communication gaps

Insights
- To improve → to control → to measure
- Importance of designing KPIs and having independent controllers
- Communication is key in efficient and dynamic teams
- Importance of cultural and political issues during changing process
- Relevance of having forums for discussing cross problems

L-LAB Tool used

Left hand Column
Ladder of inference
Iceberg Model
Enacted System